Toward a New Century

THE INFORMATION TECHNOLOGY TACTICAL PLAN

OFFICE OF INFORMATION TECHNOLOGY

Toward a New Century

THE INFORMATION TECHNOLOGY TACTICAL PLAN

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Chapter

1

Introduction

In July 1995, as a result of Governor Carnahan's Commission on Management and Productivity, the Office of Information Technology was established. The primary mission of this office is to develop and implement an Information Systems Strategic Plan. As a result of the efforts of many people and specifically the members of the Information Technology Planning Board (ITPB), that plan was completed in June 1996.

This document is the second volume of that plan. The first volume outlined the broad objectives to enable the State of Missouri to enter the next century effectively and efficiently using information technology to address the needs of Missouri's citizens; **the what**.

This volume, the Tactical Plan, is a collection of project summaries. These provide more detail on specific issues and projects the state information technology community is addressing; **the who, how and when**.

Strategic Plan

Goals

The Information Technology Strategic Plan for Missouri State Government outlined three primary areas to bring focus to the State's information technology efforts. These three goals are the foundation on which the Information Technology Planning Board built objectives and associated strategies. The strategies developed by the planning board will be implemented by the Office of Information Technology (OIT), the ITPB and/or the Information Technology Advisory Board (ITAB).

A**CCESS**
Create an operational environment in which government services and public information are readily available to and easily accessible by the public.

O**PTIMIZATION**
Create and support an operational environment where costs are managed, resources are shared and used to their maximum potential, and services are continually improved.
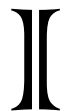
I**NNOVATION**
Establish an environment in which the needs of the State and the capabilities of information technology can be anticipated, and solutions planned and implemented in a manner that provides the greatest overall benefit to the citizens of the State.

Objectives

Specific objectives were identified within each of the three goals. These objectives outline the major areas Missouri's IT community needs to address in the immediate future.

Access

O B J E C T I V E   A 1

Provide computerized access to public information held by Missouri State Government.

O B J E C T I V E   A 2

Provide single points-of-access to Missouri State Government services.

Optimization

O B J E C T I V E   O 1

Effectively and efficiently utilize Missouri State Government Information Technology resources and investments.

O B J E C T I V E   O 2

Construct and maintain an effective communications network capable of supporting the Missouri Information Technology Vision and Mission.

O B J E C T I V E   O 3

Provide an e-mail communication system for Missouri State Government.

O B J E C T I V E   O 4

Provide data integrity and security.

O B J E C T I V E   O 5

Provide mechanisms to insure data and systems inter-operability between state government entities.

O B J E C T I V E   O 6

Share information with other government entities (including municipal, county, state and federal) in support of the Vision and Mission of the State's Information Technology strategic plan.

O B J E C T I V E   O 7

Develop a State of Missouri enterprise infrastructure that minimizes data redundancy, minimizes functional duplication and encourages business system sharing across departmental lines of responsibility.

O B J E C T I V E   O 8

Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

O B J E C T I V E   O 9

Provide access to educational opportunities, including Elementary and Secondary, Higher Education and continuing adult education, to Missouri citizens through technology.

Innovation

O B J E C T I V E   I 1

Coordinate the integration and application of current and emerging information technologies within Missouri State Government.

O B J E C T I V E   I 2

Develop an educational/marketing program for the state community (legislature, cabinet, public) regarding the benefits that can be derived from the use of information technology.

Chapter

3

Project Plans

This chapter details specific project plans. Each project is related to one or more of the objectives described in Chapter 2. Status reports for these projects will be published in Volume 3.

These project plans provide a high level view of the project. More detailed information can be obtained from the contact person listed in each plan. Each project plan will provide:

- A contact person who can answer questions and provide detail on the scope and status of the project.
- The objective(s) that supports the project.
- A project overview that describes the project and its scope.
- Outcome measures which detail what is to be measured (results/critical success factors).
- A broad timeline for the completion of specific items.

PUBLIC DATA ACCESS POLICIES

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OBJECTIVE
Access
Provide computerized access to public information held by Missouri State
Government.

TACTIC
Develop policies for computerized public access for state information.

OVERVIEW
The State of Missouri holds a variety of information that is of potential interest or use
to the public. A variety of issues must be decided before the effort is begun to make
that information available. Should the State charge for access to some information, all
information, or not charge for access? Should the service be delivered by each agency,
by a single state entity, a not-for-profit private agency, or by private industry?

A work group consisting of interested legislators, representatives from the Office of
the Secretary of State, and representatives from various agencies will be formed to
explore options and discuss ideas. The output from this group will be policy
recommendations stating how public access to data should be accomplished.
Implementation of the recommendations may become the responsibility of agencies or
legislation may be required, depending upon the specific recommendations.

TACTICAL OUTCOME(S)
Public data access policy exists

TIME FRAME
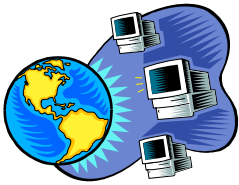7/ 1/96   Form policy committee

WEB SPACE

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OBJECTIVE
Access
Provide computerized access to public information held by Missouri State Government.

TACTIC
Develop Missouri State Government web space on the Internet.

OVERVIEW
Development of web space introduces many traditional quality issues that have been relevant in software design for years. However, the number of candidate design variables is significantly greater than traditional GUI development. The web is also unique for Missouri because it is perceived by the citizens as one large software interface across all agencies. Agencies have to make an effort to develop Missouri web space in an interface that is easily navigable for users, allows focus to separate audiences and introduces new design technologies.

In order to develop Missouri web space as a single entity, a developers' group will be formed. This group will promote ideas through collaboration and explore new development methods. The group will address development issues on a continual basis and recommend solutions to the IT Advisory Board.

TACTICAL OUTCOME(S)
Missouri web space contains useful and timely information that is presented to the public in a way that is simple, quick to navigate and easy to understand.

TIME FRAME
6/30/96   ITAB subcommittee to be formed
Ongoing   ITAB recommendations presented to ITPB

GIS

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OBJECTIVE
Access
Provide computerized access to public information held by Missouri State Government.

TACTIC
Provide public access to geographic information developed by Missouri State Government.

OVERVIEW
Geographic Information Systems are assets that have many uses to many people and organizational entities. Computerized maps showing the locations of highways, parks, utilities, natural resources, and distribution of specific populations are among the many uses of Geographic Information Systems. To maximize benefits, it is important that all geographic information systems use identical standards that will allow one subject matter to be "overlaid" with another. It is also important that the information be made available to interested parties as a state asset to be shared. As an ongoing effort, the objective is to set standards, build on the geographic information base, make the information available and advertise its existence.

In order to accomplish this, the State will form a task force consisting of both information technology staff and other interested persons representing various state agencies to set standards, make the information available and advertise the existence of the information.

TACTICAL OUTCOME(S)
This objective will be met when all appropriate state information is available in a geographic format that meets GIS standards, the information is publicly available, and is generally known that the information exists.

TIME FRAME
5/31/96   Plan

DATA CENTER CONSOLIDATION

CONTACT

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OBJECTIVE

Optimization

Effectively and efficiently utilize Missouri State Government Information Technology resources and investments.

TACTIC

Consolidate Missouri State Government mainframe data centers.

OVERVIEW

Missouri State Government operates five mainframe data centers in Jefferson City, each using IBM's MVS operating system. The data centers are operated by the Office of Administration, Department of Social Services, Department of Labor and Industrial Relations, Department of Highways and Transportation and the Highway Patrol. Over the last few years, private industry and government entities have been consolidating mainframe data centers to take advantage of savings resulting from economies of scale and the elimination of duplicate hardware and software.

The specific tactics to be used to consolidate data centers are:

* Appoint a consolidation oversight task force consisting of the agencies affected by consolidation
* Perform a feasibility and cost study to confirm the desirability of consolidating mainframe data centers
* Assuming the desirability is confirmed, construct a detailed consolidation plan, assigning responsibilities and establishing a consolidation timetable
* Assign full time staff to the Office of Information Technology to coordinate the implementation the consolidation plan

TACTICAL OUTCOME(S)

The consolidation of data centers will be successful when:

* The five Missouri State Government data centers are consolidated into a single data center.
* Annual savings of $1,500,000 in expense and equipment expenditures are realized.
* Annual savings of $1,000,000 in personnel are realized. Personnel will be retrained and reassigned to other Information Technology duties, thus the savings realized will be in the form of cost avoidance rather than a reduction of expenditures.

TIME FRAME

8/31/96   Consolidation Plan

YEAR 2000 COMPLIANCE

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OBJECTIVE

Optimization
Effectively and efficiently utilize Missouri State Government Information Technology
resources and investments.

TACTIC

Bring all Missouri State Government applications into year 2000 compliance.

OVERVIEW

Many of the applications currently in use by Missouri State Government will not
function properly with the change in century. Applications typically use a two
digit year. In this format, both 1900 and 2000 are recorded as 00. Because dates
are used in many calculations, significant problems will result if date formats
remain unchanged.

TACTICAL OUTCOME(S)

All applications will continue to operate as needed after the year 2000.

TIME FRAME

  8/15/96   Bid for assessment of the problem scope to prospective vendors

STATEWIDE CONTRACTS

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OBJECTIVE
Optimization
Effectively and efficiently utilize Missouri State Government Information Technology
resources and investments.

TACTIC
Develop new purchasing vehicles and consolidate existing contracts where feasible.

OVERVIEW
In order to provide more effective and efficient means of procuring Information
Technology products and services, the State of Missouri needs new purchasing
vehicles. We need to look at the procurement of information technology products and
services from new angles and develop innovative contracting mechanisms to allow
departments to obtain the best products and services quickly and cost effectively.

Often, many contracts are awarded to the same vendor. Some vendors have
numerous contracts with various state agencies often with the same products. The
consolidation of these contracts into single statewide contracts provides reduced
overhead for departments in determining what contract(s) to use, reduced work for the
Division of Purchasing and often better pricing from the vendor.

Establishing a particular product as a statewide standard and negotiating volume
discounts based on that position is another effective means of procuring information
technology products and services.

TACTICAL OUTCOME(S)
Reduced costs to state agencies for products and services and a reduced number of
information technology contracts for the State to manage.

TIME FRAME
Ongoing

STATE NETWORK

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OBJECTIVE
Optimization
Construct and maintain an effective communications network capable of supporting the Missouri Information Technology Vision and Mission.

TACTIC
Develop a long-range network plan.

OVERVIEW
The current network carries telephone voice and data traffic. In addition to serving state government agencies, the network also carries Internet traffic for public schools and libraries throughout the State. Demand for data bandwidth is growing at a rapid pace.

With changes in technology and rapid growth, a long range network plan is needed. Because the expertise to develop the plan does not exist within state government, it is necessary to contract for the service. The Office of Information Technology and the Office of Administration (DP&T) will assign staff to work with the contractor to ensure the State understands and owns the plan.

TACTICAL OUTCOME(S)
This objective will be met when a long-range network plan is developed and accepted by the Office of Information Technology, Office of Administration, Information Technology Planning Board and the Information Technology Advisory Board.

TIME FRAME
8/19/96   Bid opening for contract to employ outside contractor for network study and recommendations

E-MAIL

CONTACT
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OBJECTIVE
Optimization
Provide an e-mail communication system for Missouri State Government.

TACTIC
Provide the necessary software to allow different e-mail systems to effectively communicate.

OVERVIEW
The unforeseen popularity of the Internet has resulted in two separate e-mail systems in the State. DISOSS is the declared standard mail exchange mechanism, however many people also use SMTP over the Internet. As the technology advances it would benefit the State to re-examine the role of SMTP and determine how it may be integrated with or replace DISOSS.

A statewide address directory for all state e-mail addresses will be developed.

TACTICAL OUTCOME(S)
Effective e-mail communication.

TIME FRAME
8/31/96   Subcommittee examine and report issues and recommend direction for DISOSS/SMTP

SECURITY

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OBJECTIVE
Optimization
Provide data integrity and security.

TACTIC
Provide security policies and procedures for systems, data and networks.

OVERVIEW
As the State of Missouri depends more and more on information technology to streamline work flows and processes, issues surrounding security of the data, networks and systems become even more critical to our success. To that end, we must investigate and implement security policies and procedures in order to pass an independent security review. Some of the steps in this area are:

Investigate standards and recommendations for security of:
   networks
   computing platforms
   mainframe
   mid-range
   desktop
   client/server
   data
   applications
Develop broad statewide policies on security
Develop recommended procedures for security
Educate the "business" side of state government on the important role they must play to ensure that security policies and procedures are effective.

TACTICAL OUTCOME(S)
The State as a whole is able to "pass" an independent review of security policies and procedures.

TIME FRAME
1/ 1/97	Identify issues and solutions for security
7/ 1/97	Identify issues and solutions for developing a system to monitor security on an on-going basis

STANDARDS

CONTACT

Chris Wilkerson

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OBJECTIVE

Optimization

Provide mechanisms to insure data and systems inter-operability between state government entities.

TACTIC

Develop statewide standards to insure data and systems interoperability.

OVERVIEW

In order to provide the means to insure data and systems inter-operability between state government entities and to share information with other government entities (including municipal, county, state and federal), the State's information technology community must adopt technical standards for Missouri State Government. Once technical standards are adopted, departments should use these standards when preparing bids for the procurement of information technology products and services. Where feasible and cost effective, "product" standards that comply with the approved technical standard(s) may be selected as statewide standards as well.

1. Work with appropriate sub-committees to:
    a) investigate published international technical standards for the area in question
    b) develop state standards for areas where no standards appear to exist
    c) recommend technical standards to Advisory Board
    d) communicate technical standards to state agencies
2. Where appropriate, recommend adoption of products already in use within the State as "product" standards when they conform to the technical standards.
3. Areas to investigate include (but are not limited to):
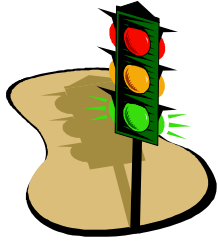   a. Network(s)   f. Metrics
    b. E-mail   g. Systems development
    c. Imaging   h. Security
    d. EDI   i. OLE, etc.
    e. Databases   j. Hardware

TACTICAL OUTCOME(S)

Standards are adopted, published and used throughout state government enabling data and systems inter-operability.

TIME FRAME

 1/ 1/97   Plan

PUBLISH STANDARDS AND POLICIES

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OBJECTIVE
Optimization
Provide mechanisms to ensure data and systems inter-operability between state government entities.

TACTIC
Publish established statewide standards and policies in a single accessible point.

OVERVIEW
Standards and policies are traditionally only as good as how many people know about them. Because the Office of Information Technology has been designated the information hub for Missouri information technology, agencies should be able to get existing standards and policies from this organization.

TACTICAL OUTCOME(S)
Statewide IT standards and policies are published in a single, easily accessible location.

TIME FRAME
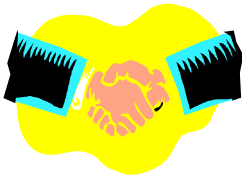Ongoing

GOVERNMENT RELATIONS

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OBJECTIVE
Optimization
Share information with other government entities (including municipal, county, state and federal) in support of the Vision and Mission of the State's Information Technology plan.

TACTIC
Form a working relationship with other government entities that will allow interchange of ideas and formation of standards for the exchange of data.

OVERVIEW
The Information Technology Planning Board anticipates there will be a future need and expectation that data will be shared with and between state, county and municipal government entities within the State of Missouri. The objective is to begin now to develop relationships and set standards for how data interchange is to be accomplished. Technical standards such as communication protocols must be established and plans made as to how networks are to be connected. This will be an ongoing process rather than a one-time effort.

TACTICAL OUTCOME(S)
This objective will be met when a working IT relationship has been established between Missouri State Government and other government entities.

TIME FRAME
10/31/96

STATEWIDE ISP

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OBJECTIVE
Optimization
Develop a State of Missouri enterprise infrastructure that minimizes data redundancy, minimizes functional duplication and encourages business system sharing across departmental lines of responsibility.

TACTIC
Develop an Information Strategy Plan (ISP) for Missouri State Government.

OVERVIEW
The plan will focus on meeting the information needs of the State's business activities. Through a focus on business activities and resulting information needs, the plan will identify business areas that are most critical to the State and where current departmental duplication and overlap exist. The plan will also provide a business and technical architecture that can be used to drive statewide initiatives. Further, the plan will form the basis for coordination of follow-on departmental ISPs that focus on true departmental mission oriented systems and their interaction with the State of Missouri's enterprise infrastructure.

TACTICAL OUTCOME(S)
Information Strategy Plan

TIME FRAME
9/30/96   Complete current systems analysis
7/31/97   ISP completed

INFORMATION TECHNOLOGY PERSONNEL PLAN

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OBJECTIVE
Optimization
Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

TACTIC
Develop and implement an IT workforce recruitment, development and retention plan for Missouri State Government.

OVERVIEW
The overall scope of this objective is to develop and implement best practices and programs that enhance our ability to recruit, develop and retain highly qualified IT employees.   This will ultimately result in a high performance work force to support the mission and vision of IT in the State of Missouri.

Research will be conducted by a subcommittee of the Personnel Committee to determine best practices currently used in private industry and state government. This information will be further developed into specific tactics that can address statewide recruitment, development and retention issues for IT personnel.

TACTICAL OUTCOME(S)
The acceptance of a personnel recruitment, development, and retention plan by the IT Advisory Board and the IT Planning Board.

TIME FRAME
 5/31/96   Plan

OPPORTUNITIES BROCHURE

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OBJECTIVE
Optimization
Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

TACTIC
Develop an Interagency IT job opportunities brochure.

OVERVIEW
Develop an interagency information brochure for distribution to potential candidates. The brochure will disseminate job opportunities to assist in creating a pool of IT applicants. The brochure can be used with inserts showing current job openings. The brochure would contain information on the benefits of working for Missouri State Government in the field of Information Technology, including retirement, health care benefits, and vacation. The technology currently being used by the State will be described as well as the desirability of living in Mid-Missouri.

TACTICAL OUTCOME(S)
The availability of a professional quality recruitment tool.

TIME FRAME
11/ 1/96

RECRUITMENT & INTERNSHIP PROGRAMS

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OBJECTIVE

Optimization
Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

TACTIC

Implement College and University recruitment and internship program.

OVERVIEW

A committee consisting of IT agency representatives will be formed to build relationships with colleges, universities and technical schools and become involved in the development of IT programs. This committee will establish a plan for statewide recruitment efforts and set recruitment policies to avoid competing with ourselves for employees.

TACTICAL OUTCOME(S)

The recruitment of College and University interns and graduates.

TIME FRAME

  8/31/96   Form initial recruitment/internship committee
10/31/96   Establish a plan for an organized coordinated recruitment effort

IDENTIFY CANDIDATES

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OBJECTIVE
Optimization
Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

TACTIC
Develop methodology to identify the best employment candidates.

OVERVIEW
Identify the latest interview and testing instruments. Develop a model interview guide that can be used by all state entities. This initiative will also encourage the involvement of supervisors and future coworkers (peers) in the interview process.

TACTICAL OUTCOME(S)
Identification of employment candidates with the highest potential for success.

TIME FRAME
1/ 1/97   Select testing instrument and develop use policies

ALTERNATE LABOR POOLS

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OBJECTIVE
Optimization
Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

TACTIC
Develop alternate employee candidate pools.

OVERVIEW
The number of employment candidates with degrees in computer science is very limited. We wish to develop a methodology for identifying candidates with high potential from non-traditional areas, such as those with degrees in other fields, and persons without a college or university degree.

TACTICAL OUTCOME(S)
Increased number of potential IT candidates.

TIME FRAME
1/ 1/97   Develop policies and procedures

DEVELOP LOCAL IT CANDIDATE POOL

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OBJECTIVE
Optimization
Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

TACTIC
Increase the selection pool of IT candidates for entry level positions.

OVERVIEW
State Government has experienced an insufficient number of candidates for entry level IT positions. In Jefferson City, the highest employee retention rates are among employees born and raised in Jefferson City and who have family ties in the area. For these reasons, a mechanism needs to be developed for attracting and training local residents in the IT profession.

TACTICAL OUTCOME(S)
Increased number of entry level IT candidates.

TIME FRAME
7/ 1/96	Form coalition
9/ 1/96	Develop plan
11/ 1/96	Involve local education institutions
1/ 1/97	Offer specialized training programs

EMPLOYEE DEVLOPMENT

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OBJECTIVE
Optimization
Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

TACTIC
Provide for the continuous (growth and challenge) development of employees through programs such as analyst outreach and career rotation.

OVERVIEW
Develop and implement a model uniform policy for career rotation that can be used by all agencies. Initiate an analyst outreach program where IT staff spend time with the "user community."

TACTICAL OUTCOME(S)
A greater number of career development opportunities are available to individuals and opportunities for talent sharing of specific individuals among agencies for special projects.

TIME FRAME
5/ 1/97   Develop program plan

CAREER PATHS

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OBJECTIVE
Optimization
Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

TACTIC
Establish career ladders and create dual career paths.

OVERVIEW
Formal IT career ladders will exist for all possible career areas. Distinctions among between supervisory, highly technical, specialty, and other technical levels will be detailed. Technical specialist classifications will receive pay comparable to managers and supervisors, creating dual career paths to recognize technical specialties as well as managers.

Specifications will be developed for all IT career paths and made available to both merit and non-merit agencies. Career areas will be described by listing knowledge, skills, education and training requirements. This information will be made available in various formats such as electronic medium, brochures, etc.

A committee consisting of Information Technology Advisory Board (ITAB) members will be formed to serve as a resource for OA Personnel to assist in determining the appropriate technical classification of IS candidates. A liaison relationship will be created with the state personnel systems and ITAB.

TACTICAL OUTCOME(S)
Career ladders are defined within the merit-system and dual career paths are established.

TIME FRAME
1/ 1/97	Form ITAB committee to develop classification specifications and serve as resource to OA Personnel
3/ 1/97	Classification descriptions to be submitted to Office of Administration Personnel Division for approval

TRAINING PLANS

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OBJECTIVE
Optimization
Recruit, develop and retain a skilled information technology workforce within Missouri
State Government.

TACTIC
Develop individual training plans and encourage participation in training and
education.

OVERVIEW
Agencies will identify training needs or requirements within job descriptions and
link IT career advancement to successful completion of training components.
This will result in the development of models for required training plans that will
define career path advancements and promote employee participation in training
opportunities.

TACTICAL OUTCOME(S)
Result will be a career path for IT staff with advancement tied to successful
completion of specific training components.

TIME FRAME
 3/ 1/97   Career models and plan developed

TRAINING FACILITY

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OBJECTIVE
Optimization
Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

TACTIC
Establish an interagency IT training facility in Jefferson City.

OVERVIEW
At present, each state agency is responsible for establishing its own IT training facility. With space at a premium, the facilities are inadequate and frequently ill equipped. This initiative is designed to provide an IT training facility to be shared by all agencies and used to train both IT staff and end users.

TACTICAL OUTCOME(S)
The establishment of a state-of-the-art IT training center in Jefferson City for use by all state agencies.

TIME FRAME
  5/31/96   Form IT Education Advisory Committee
10/31/96   Implementation Plan
11/31/96   Coordinated office in place and functioning
  8/31/97   Dedicated education center available

PROJECT PLANS

SALARIES AND BENEFITS

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OBJECTIVE
Optimization
Recruit, develop and retain a skilled information technology workforce within Missouri State Government.

TACTIC
Provide industry competitive salaries for IT employees.

OVERVIEW
Information is currently being gathered to determine turnover among state agencies in IT jobs. Turnover is being measured by specific technical skills and the reason for employees leaving. It is our intent to use this information to define problem areas and to make salary requests to the legislature based upon these problem areas. The effort is parallel with the COMAP compensation effort based upon a market-based pay plan.

TACTICAL OUTCOME(S)
Competitive salaries for IT employees, slowing the current above average employee turnover.

TIME FRAME
10/ 1/96   Implement data collection process to support initiative
 8/ 1/97   Develop plan for legislative budget request

EDUCATION ACCESS THROUGH TECHNOLOGY

CONTACT

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OBJECTIVE

Optimization
Provide access to educational opportunities, including elementary, secondary, higher education and continuing adult education, to Missouri citizens through technology.

TACTIC

Develop a network structure that will meet the needs of the education community as well as meet the needs of state agencies.

OVERVIEW

Advances in technology have made it possible for education to be delivered through network ties using media such as two-way interactive video. The Information Technology Planning Board recognizes the need to work with the education community in meeting the need for network infrastructure. The ITPB will set policy for the use of the network infrastructure, the education community will be responsible for the equipment utilizing the network infrastructure and the education content of the programming.

TACTICAL OUTCOME(S)

The network infrastructure meets the needs of the education community as well as state agencies.

TIME FRAME

6/30/96

VIRTUAL RESEARCH AND DEVELOPMENT

CONTACT
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OBJECTIVE
Innovation
Coordinate the integration and application of current and emerging information technologies within Missouri State Government.

TACTIC
Establish "virtual R & D" function within Missouri State Government.

OVERVIEW
In order to make efficient use of existing technology, a concerted effort should be made in application research and development. The State should identify issues and solutions for the establishment of a "virtual R & D" function. Rather than having a designated space to perform this function, participants will be located at several agencies – using collaborative tools to work on joint projects. The research and development they will perform is in the application of existing technology rather than the creation of completely new technology.

TACTICAL OUTCOME(S)
The virtual research and development function is established and effective.

TIME FRAME
10/31/96   Identify group participants
 1/31/97   Implement collaborative tools necessary to accommodate ad-hoc
            virtual workgroups

IT INFORMATION HUB

CONTACT
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OBJECTIVE
Innovation

Coordinate the integration and application of current and emerging information technologies within Missouri State Government.

TACTIC
Establish a mechanism to collect, store and disseminate the results of statewide information technology research and implementations.

OVERVIEW
In order to keep up with the large amount of information concerning Missouri information technology, a single point of access should be established. The Office of Information Technology will collect information on statewide issues, disseminate relevant information to the state IT community, and archive information for future reference.

TACTICAL OUTCOME(S)
Information can be collected quickly from all agencies when needed for evaluation. Information will be disseminated to all agencies in a timely manner. The archival of information will allow easy retrieval of previous issues and resolutions for future reference.

TIME FRAME
8/31/95	Establish OIT web page
7/31/96	Create electronic archive in OIT
8/31/96	Develop survey capabilities across agencies

PRESENTATION FORUM

CONTACT
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OBJECTIVE
Innovation
Coordinate the integration and application of current and emerging information technologies within Missouri State Government.

TACTIC
Create a forum to inform the state IT community of new technology.

OVERVIEW
IT staff must be informed buyers of technology, and must be aware of the different products, ideas and solutions that are currently in the marketplace. A program will be developed that will allow vendors to present their products in an organized and scheduled forum, giving all vendors the opportunity to participate.

The same forum will be used for presentations by state agencies wishing to share projects and implementations with other entities of state government.

TACTICAL OUTCOME(S)
A forum for the presentation of information technology is created and used..

TIME FRAME
7/31/96	Develop primary procedures
8/31/96	Reserve necessary location
8/31/96	Develop scheduling procedure on World Wide Web

MARKETING PROGRAM

CONTACT

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OBJECTIVE

Innovation
Develop an educational/marketing program for the state community (legislature, cabinet, public) regarding the benefits that can be derived from the use of information technology.

TACTIC

Develop an educational/marketing plan for information technology within state government.

OVERVIEW

Technology has many uses in conducting the business of state government. The Information Technology Planning Board will become proactive in improving the understanding of elected leaders and agency management in the capabilities and limitations of technology.

A sub-committee consisting of Board members and the CIO will construct an implementation plan for accomplishing the objective. With the continuing changes in technology this will be an ongoing process.

TACTICAL OUTCOME(S)

This objective will be met when elected officials and agency management have a clear understanding of the capabilities and limitations of technology.

TIME FRAME

7/31/96

Chapter

4

The Continuing Journey

These tactical plans are only the beginning. As information technology needs evolve, additional tactics will be developed to address those needs. Through these tactical plans, the Information Technology Planning Board and the Information Technology Advisory Board will implement the Vision outlined in the Strategic Plan. Without these tactical plans, the strategic plan would gather dust and be meaningless.

As progress is made and plans are completed, status reports will be published. Many of these tactics will be completed quickly while others will take years to complete. The third volume of this set will contain status reports on each of the tactics outlined here.

The journey toward a new century continues.